

Welcome!

Foundation Quarterly Webinar

March 29, 2018



Opening Remarks/Agenda

**Introduction &
Foundation Update**

Al Faber, CEO Baldrige Foundation

**Baldrige Performance Excellence
Program Update**

Bob Fangmeyer, Director, BPEP

**Alliance for Performance
Excellence Update**

**Brian Lassiter, Chair, Alliance Board of
Directors**

Questions

Audience

Closing Remarks

Al Faber



Foundation VPMV

Organizational Profile

Organizational Profile

P.1 Organizational Description

The Foundation for the Malcolm Baldrige National Quality Award (the Foundation) was formed to create the ability for the United States Secretary of Commerce to accept private funds to operate the Baldrige Performance Excellence Program (BPEP). BPEP was established through the Malcolm Baldrige National Quality Improvement Act of 1987 (Public Law 100-107), with the Malcolm Baldrige National Quality Award (MBNQA) established by Congress to promote improved quality of goods and services in U.S. companies and organizations. The goal of the Act was to enhance the competitiveness of U.S. businesses. Its scope has since been expanded to health care and education organizations (in 1999) to nonprofit/government organizations (in 2007), and in 2017, cybersecurity. The MBNQA recognizes national role models, who then share their best-in-class practices with other organizations via conferences, hosting site-visits, journal articles, and online resources provided by the Baldrige Program and the National Institute for Standards and Technology (NIST). This framework increases the quality and performance of thousands of organizations nation-wide who otherwise would not benefit from learning about these best-practices, and studying their own internal processes and results.

Figure P.1-1 – Key Product Offerings

Key Service	Delivery Mechanism	Relative Importance
Operational funding of the Baldrige Performance Excellence Program	Foundation Staff, Foundation Grant Writer, and Board of Directors	Primary Function
Advocacy in support of the Baldrige Performance Excellence Program	Foundation Staff and Board of Directors, Volunteers	Primary Function
Support of the Baldrige Quest for Excellence® Conference and BPEP regional events	BPEP, All Foundation Staff, Volunteers	
Administration and oversight for the Harry Hertz Leadership Award and the E. David Spence Lifetime Achievement Award	Foundation Board Awards Committee	Secondary Function
Communities of Excellence 2026 (COE)	Board of Directors and Executive Director of COE, Foundation CEO	
Support and Promotion of BPEP Cyber Security Framework and events	BPEP Vice President of Development, Foundation Grant Writer	

THE BALDRIGE FOUNDATION



April 2017

P.1a. Organizational Environment

P.1a.(1) Product Offerings – The Foundation's main product offerings include operational funding of BPEP, support of the Quest for Excellence® annual conference, administration of two nationally recognized achievement awards, advocacy in support of BPEP and development and deployment of Communities of Excellence 2026 (COE). (Figure P.1-1). Generating monies for funding BPEP represents the key work process of the Foundation. However, support of the Quest for Excellence®, a major revenue generation source for BPEP, and advocacy efforts are important secondary functions. For instance, the President and CEO and the Vice President of Development spend much of their time aside from raising funds, advocating for BPEP, stressing the importance of the program for the U.S. economy. While advocacy itself does not raise funds, creating awareness lays the foundation for future gifts, volunteer involvement (critical to the missions of the Foundation and BPEP), and presidential, congressional and senatorial support.

P.1a.(2) Mission, Vision and Values – The Foundation's mission is to ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program, and to support organizational performance excellence in the United States and throughout the world. From fund development to advocacy, the Foundation provides support for not only BPEP, but indirectly for the state-level performance excellence programs and individual organizations from across all sectors of the economy. The Foundation focuses on building ongoing relationships with organizations through a focus on the Baldrige Framework, overall quality, and service excellence.

The vision of the Foundation is "We will be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy. We will inspire organizations to achieve excellence in all they do with pride and societal responsibility. Together with our stakeholders, we will create value through research and deployment of validated, cutting-edge management practices. We will focus on the future and manage for agility, innovation and creativity." All organizations, where the quality of the product or service delivered relies on the skill, knowledge and expertise of the workforce as the key to success, can benefit from the work of the Foundation. The CEO and Foundation staff are committed the mission and vision of the organization, developing organizational key work processes and personal action plans to support the accomplishment of each.

The Foundation uses the BPEP values: a systems perspective, visionary leadership, customer-focused excellence, valuing people, organizational learning and agility, focus on success, managing for innovation,

VISION

Our desired future state

We will be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy.

PURPOSE

Why we exist

Continuously improve quality of life.

MISSION

What we do

Ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program and to support organizational performance excellence in the United States and throughout the world.

VALUES

The non-negotiable principles that guide us

- * Unwavering commitment to continuous improvement and organizational performance excellence
- * Stewardship - accountability above reproach
- * Trust - through teamwork, open communication and transparency
- * Visionary Leadership - focused on results and creating value



Four Strategic Imperatives-

ORGANIZATIONAL ALIGNMENT: STRATEGY – BUDGET – ACCOUNTABILITY

FUNDRAISING

Message

Bold, Dynamic, Inspirational Message
Build and Grow Constituency
Strategic Communications (Internal/External)
Media Relations – Print, TV, Radio, Internet
Announcements Online & Print Advertising
Leverage Social Media

Fundraising

Major Gifts, Small Gifts, Planned Giving
Combined Federal Campaign with State
Programs, Business Partnerships

ADVOCACY

Priority #1. Restore BPEP in the Federal Budget and the President's Agenda.

Priority #2. Develop Strategic Alliances. Congress; Departments of: Education; Defense; Health and Human Services; Veterans Affairs; Small Business Administration; and others like AHA, CHIME

Priority #3. Build Grass Roots Support including State Programs.

BOARD DEVELOPMENT

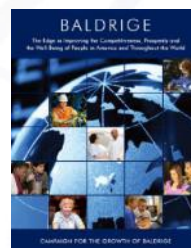
Working Board – Trustee Board
Embrace the Mission and Work as a "Team"
Contribute financially and seek support
Make connections and offer expertise
Represent the organization

FOUNDATION OPERATIONS

Baldrige-Based using the Framework
Customer Focused/Driven in Everything
Stewardship beyond Reproach
Continuously Improving
Adding Value to the Enterprise



"Ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program..."



...and to support organizational performance excellence in the United States and throughout the world"



"America's Most Influential Leaders – Supporting the Nation's Quality Awards Program."



Baldrige-Based, Leads by Example: "Confident, Deliberate, Process Driven, Accountable"



"To be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy."

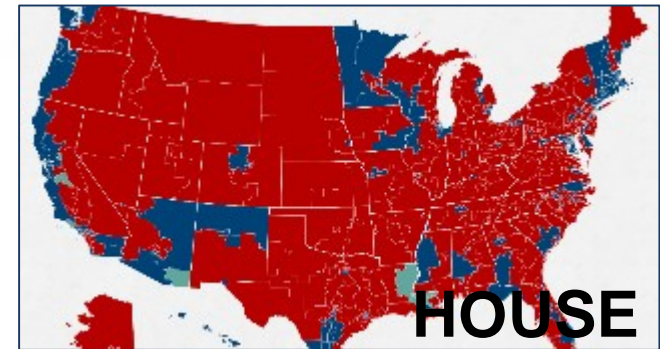
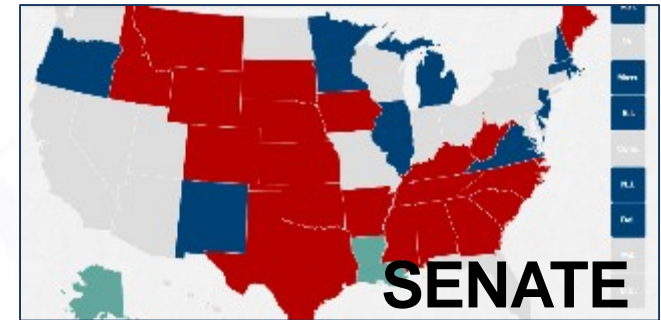
We will inspire organizations to achieve excellence in all they do with pride and societal responsibility. Together with our stakeholders we will create value through research and deployment of the latest cutting-edge management practices. We will focus on the future and manage for agility, innovation and creativity. Our Baldrige-based role-model performance will result in the Foundation's endowment exceeding \$135 million by 2050.

(Photos courtesy of MBNQA Recipients)

ADVOCACY

Priority #1. Restore BPEP in the Federal Budget and the President's Agenda.

- **Priority #1. Restore BPEP in the Federal Budget and the President's Agenda.**
- **Priority #2. Develop Strategic Alliances.** Congress; Departments of: Education; Defense; Health and Human Services; Veterans Affairs; Small Business Administration; and others like AHA, CHIME
- **Priority #3. Build Grass Roots Support** including State Programs.



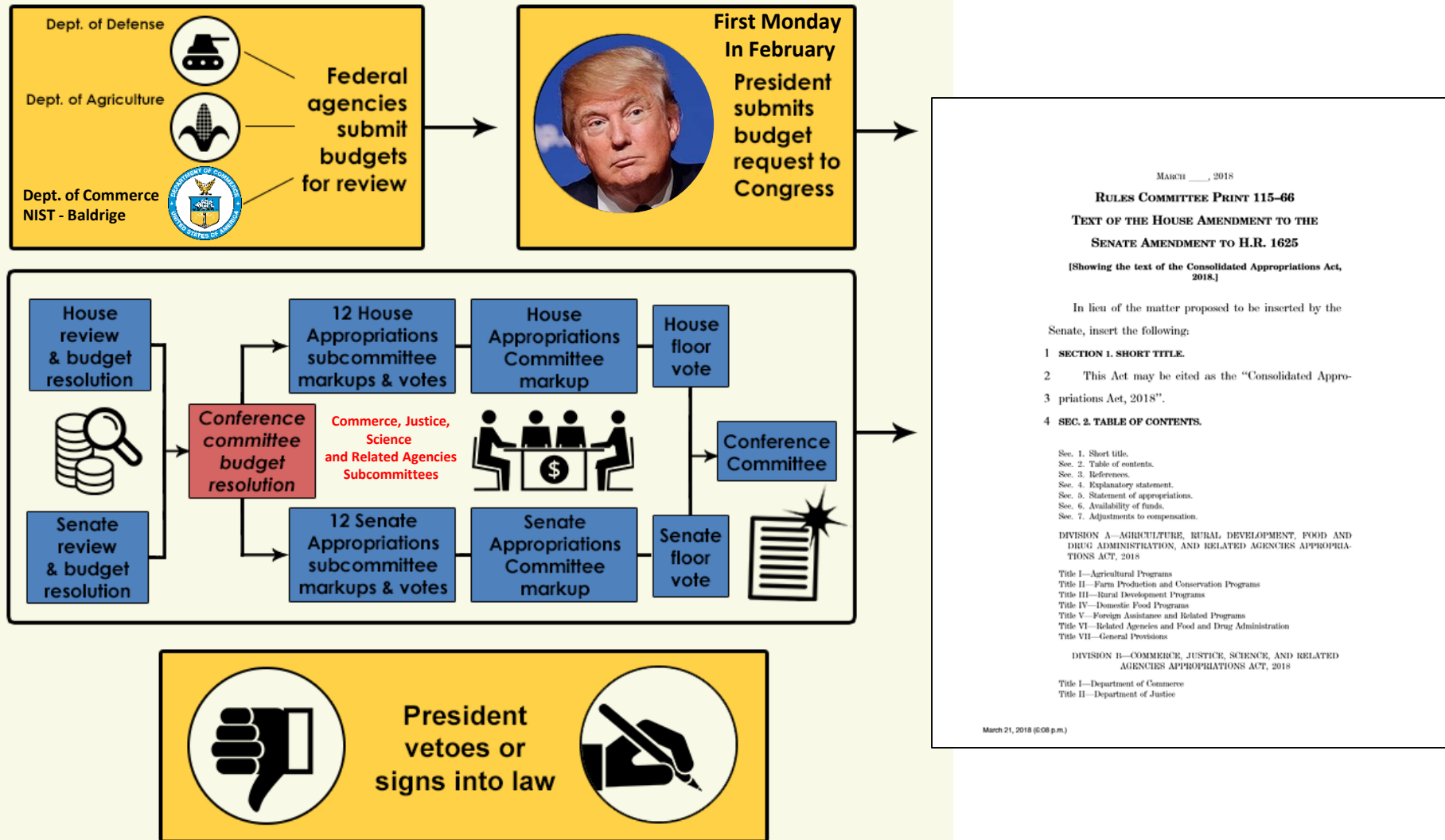
Suite of "Calls to Action." Use them. Watch your engagement numbers grow.

Our ad-led approach allows users of all interest levels and capabilities to sign up and quickly access vital facts of national concerns.

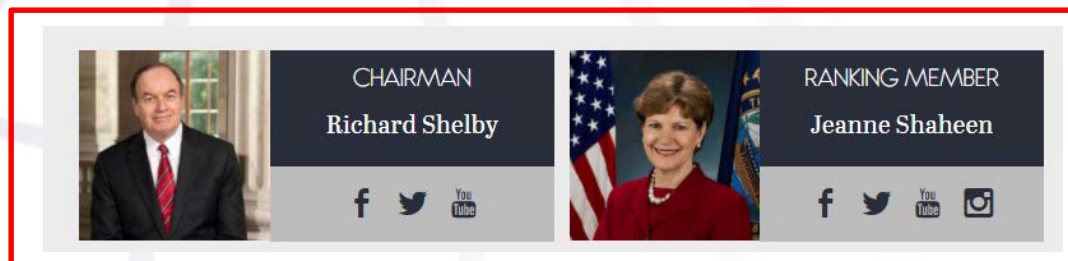
Over 100+ engagement opportunities support an effective grassroots movement for engagement:

- Website registration
- Call center registration
- Facebook registration
- Email newsletter
- Sign up for a presentation

The Annual Federal Budget Process



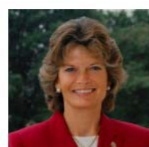
US SENATE COMMERCE, JUSTICE, SCIENCE SUBCOMMITTEE



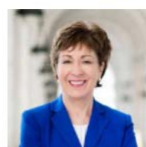
REPUBLICAN MEMBERS



Lamar Alexander
(Tennessee)



Lisa Murkowski
(Alaska)



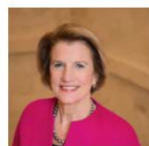
Susan Collins
(Maine)



Lindsey Graham
(South Carolina)



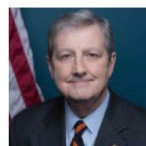
John Boozman
(Arkansas)



Shelley
Moore Capito



James Lankford
(Oklahoma)

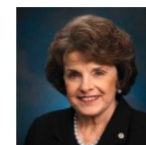


John Kennedy
(Louisiana)

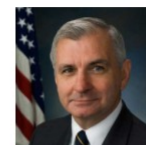
DEMOCRATIC MEMBERS



Patrick Leahy
(Vermont)



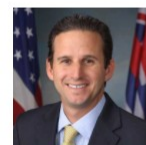
Dianne Feinstein
(California)



Jack Reed
(Rhode Island)



Christopher Coons
(Delaware)



Brian Schatz
(Hawaii)



Joe Manchin
(West Virginia)



Chris Van Hollen
(Maryland)

Senate CJS Professional Staff

Jeremy Weirich



US HOUSE OF REPRESENTATIVES COMMERCE, JUSTICE, SCIENCE SUBCOMMITTEE



John Culberson, (R-TX), (Chair)

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John Carter, (R-TX)

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Jose Serrano, D-NY (Ranking)

Derek Kilmer, D-WA

Matt Cartwright, D-PA

Grace Meng, D-NY

Advocacy



Congress of the United States Washington, DC 20515

TESTIMONY OF CONGRESSMAN SAM GRAVES (MO-06)

ON APPROPRIATIONS FISCAL YEAR 2017 BUDGET HEARING

BEFORE THE HOUSE COMMERCE, JUSTICE, SCIENCE AND RELATED AGENCIES SUBCOMMITTEE OF THE HOUSE COMMITTEE

THURSDAY MARCH 31, 2016

Chairman Culberson and Ranking Member Honda: Thank you for the opportunity to provide testimony on an important issue not just for my district in Missouri, but nationwide. I am proud to testify on behalf of the Baldridge Performance Excellence Program, which is located within the Department of Commerce's National Institute of Standards and Technology (NIST). Since Fiscal Year 2012, the private Baldridge Foundation has paid salaries and expenses for employees and program operations at the Baldridge Program office in NIST from its own foundation assets. Mr. Chairman, I am not aware of any other private foundation that pays the salaries and operating expenses for federal employees. This is why I am requesting that \$7,500,000 be provided in the Fiscal Year 2017 Commerce, Justice and Science Appropriations bill for the Baldridge Performance Excellence Program and NIST's Baldridge Cybersecurity Excellence Program initiative. Since the private foundation has been paying these operating expenses for the last several years, foundation funds have begun to dry up, putting this extraordinary program in jeopardy. If we can restore the public funds for this program, the Baldridge Foundation will be able to continue contributing private funds to the program.

The existing NIST Baldridge Performance Excellence Program was authorized in 1987 by Public Law 100-107, with the purpose of strengthening U.S. competitiveness. It was established as a public-private partnership that has been evaluating organizational performance, identifying role model organizations, and sharing their best practices for over 28 years, resulting in dramatic improvements in organizational performance, outcomes, and sustainability as well as over \$24 billion in economic benefit to the nation.

The Baldridge Program is important to my district and state, as well as the nation, for a number of reasons. The Baldridge Performance Excellence Program develops and provides the world-renowned Baldridge Excellence Framework - a management best practices, standards, assessment, and leadership framework that is globally recognized and used by small businesses, industry, and governmental organizations across all business and organizational sectors including health care and education. It also serves as the foundation for more than 33 state-based Baldridge Programs covering all 50 states, as well as the new Community of Excellence 2026 initiative which uses

Grass Roots Support

CEO LETTER DONATE NOW JOIN OUR MAILING LIST CONTACT US BALDRIGE FAMILY CHALLENGE

f y t w i n

Who We Are What We Do Contribute Get Involved Resources SEARCH

Advocacy Update
Contact Congress
Baldridge Impact By State
Find Performance Excellence Near You
Corporate Partners

MISSION

The mission of the Baldridge Foundation is to ensure the long-term financial growth Excellence Program, and to support organizational performance excellence in the

The Journey to Performance Excellence Start Here

Home About Us Membership Alliance Programs Library Contact Us

Find Performance IMPROVEMENT HELP NEAR YOU

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Suite 1025
Washington, DC 20006
(202) 559-9195
www.baldrigefoundation.org

BALDRIGE FOUNDATION
The Foundation for the Malcolm Baldrige National Quality Award

Foundation Officers

President and CEO: Al Faber
Baldridge Foundation
Chair: P. George Benson, Ph.D.
President, College of Charleston - retired
Vice Chair: Kathryn K. Eggleston, Ph.D.
President, Richard College
Secretary: W. Paul Warrall
President - retired
PRO-TEC Coating Company
Treasurer: Frank W. Fucco
Executive Director - retired
South Carolina State Government
Past Chair: Debbie J. Colford
Director, Program Management, Integration & Development - retired, Boeing
Foundation Directors
Diane Brockmeyer RN, BSN, MBA
President and CEO
Mid-America Transpation
David R. Gifford, MD, MPH
Senior Vice President for Quality and Regulatory Affairs, WYCA/HCA
Lowell C. Knox
Chair, Communities of Excellence 2026
President and CEO - retired
Heartland Health
Terry May
CEO and Owner
MEDA
Scott McIntyre
President and CEO
P&C Public Sector
Tony Scott
Former Federal CIO
US Government
Sund Soltes
Director
Tata Steel - Middle East & North Africa
E. David Spring, D.Sc.
President - retired
Boeing Aerospace Support
Rulon Steacy
Former CEO, Puente Valley Health System
Managing Director, Navgant Healthcare
Honorary Board Member
Makulu Hultander
Mid Atlantic Director of Allergance
United Bank of Connecticut
Malcolm Baldrige Family

March 26, 2018

The Honorable Senator Brian Schatz
U.S. Senate
722 Hart Senate Office Building
Washington, DC 20510

Dear Senator Schatz:

On behalf of the Baldridge community nationwide, I would like to invite you to join us at the 30th annual President's National Quality Award - Quest for Excellence conference beginning with the presentation ceremony for the 2017 National Quality Award Recipients at 6:00 p.m. on Sunday, April 8, running through April 11, 2018, at the Marriott Baltimore Waterfront hotel.

The Department of Commerce, Baldridge Performance Excellence Program and its private sector partner, the Baldridge Foundation, were established by Congress in 1987 as a direct response to the quality crisis facing American industry. For more than 30 years, the Baldridge framework for organizational excellence has proven to be transformational; through participation in the process, organizations achieve great improvements in quality and performance. They are more competitive in the global economy, creating manufacturing jobs here at home, driving cost efficiency in health care, and increasing the quality of K-12 and higher education.

But Congress also wanted to recognize the best of the best, hoping to encourage other organizations to begin their own journey to excellence. Therefore, Congress authorized the Malcolm Baldrige National Quality Award, a presidential award presented annually to those organizations that complete a rigorous self-assessment and an extensive external review. Organizations that are selected for the Award are exemplars of performance excellence.

The Malcolm Baldrige National Quality Award has inspired thousands of healthcare, education and business leaders across America to pursue the nation's highest honor and achievement for performance excellence. We have a great deal of data that proves the significant strides made by organizations through their Baldridge journeys and I would be happy to share that data with you.

The President's National Quality Award - Quest for Excellence Conference brings together senior leaders from all sectors of the economy to celebrate organizational achievements and strengthen America and our competitiveness in the global economy.

Your presence at the event would demonstrate to the entire Baldridge community your commitment to American greatness and the drive to be the best that we can be. I hope that you will be able to join us for at least part of the conference as a Foundation VIP Guest.

If you have any questions about the Baldridge enterprise in general or this event in particular, please do not hesitate to contact Mark Woydte, our Vice President of Marketing, at 614-600-0432 or at mwoydte@baldrigefoundation.org.

Respectfully,

Al Faber
President and CEO

"America's economic strength depends on industry's ability to



About the Baldridge Performance Excellence Program
Created by Congress in 1987, the Baldridge Program helps organizations improve and succeed in the competitive global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the greater Baldridge community, the Baldridge Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by teams of trained experts, presentations and workshops on how to improve, and conferences and other events that showcase best management practices.

Baldridge in Texas

- 80 Texas applicants for the Baldridge Award (2005–2016)
- 6 Texas award applicants in 2016 represent 11,926 jobs, 15 work locations, over \$7.9 billion in revenues/budgets, and an estimated 624,000 customers served.
- 30 Baldridge examiners from Texas volunteered about \$456,000 in services in 2016.

Texas National Role Models

Memorial Hermann Sugar Land Hospital, health care (2016)
Hill Country Memorial, health care (2014)
St. David's HealthCare, health care (2014)
Lockheed Martin Missiles and Fire Control, manufacturing, 2012 (Grand Prairie)
City of Irving, nonprofit, 2012 (Irving)
Freese and Nichols, Inc., small business, 2010 (Fort Worth)
K&N Management, small business, 2010 (Austin)
Park Place Lexus, small business, 2005 (Dallas)
Richland College, education, 2005 (Dallas)
Texas Nameplate Co., small business, 2004 and 1998 (Dallas)

Branch-Smith Printing, small business, 2002 (Fort Worth)
Clarke America Checks, Inc., manufacturing, 2001 (San Antonio)
KARLEE Company, Inc., manufacturing, 2000 (Garland)
STMICROelectronics, Inc. Region Americas, manufacturing, 1999 (Carrollton)
GTE Directories Corp. (d/b/a Verizon Information Services), service, 1994 (Dallas/Fort Worth)
Texas Instruments Inc. Defense Systems and Electronics Group, (now part of Raytheon Systems Co.), manufacturing, 1992 (Dallas)
Marlow Industries, Inc., small business, 1991 (Dallas)
Wallace Company, Inc., small business, 1990 (Houston)

Success Story

MEMORIAL HERMANN
Memorial Hermann Sugar Land Hospital is a 149-bed, full-service acute care community hospital located in Sugar Land, Texas, southwest of Houston. The organization excels by "bringing together quality, safety, and a family-caring-for-family approach" that "sets the pace for the hospital of tomorrow." It is also the anchor for more than 20 associated care centers in the area that provide primary and specialty care services. Staffed by 641 employees, Memorial Hermann Sugar Land operates with a revenue of \$135 million.

Selected Results

- Top 10% nationally for emergency center arrival-to-discharge time, compliance with regulations to reduce medication errors, bed turnaround times, radiology and laboratory result turnaround times, and the use of computerized physician order entry
- 90% retention for employee partners, 100% for physician partners, and 90% for volunteer partners, all comparable to or exceeding national benchmarks
- 90th percentile for patients saying they were "likely to recommend" day surgery, emergency care, gynecology, orthopedics, and women's health

Baldridge Performance Excellence Program
National Institute of Standards and Technology • Innovation and Industry Services
www.nist.gov/baldrige • 301-975-2036 • baldrige@nist.gov

Re-engaging the President



“The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility.”

George W. Bush
President of the United States
March 7, 2002



The Foundation for the Malcolm Baldrige
 National Quality Award

Baldrige Foundation
 1717 Pennsylvania Ave, NW
 Suite 1025
 Washington, DC 20006
www.baldrigefoundation.org

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President, Richland College
 Secretary: W. Paul Worstell
President - retired
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Executive Director - retired
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 Past Chair: Debbie J. Collard
Director, Program Management, Integration & Development - retired, Boeing

Foundation Directors

Diane Brockmeier RN, BSN, MHA
President and CEO
Mid-America Transplant
 David R. Gifford, MD, MPH
President for Quality and
HCFA/NCAL
of Excellence 2026
retired

January 18, 2018

The President
 The White House
 1600 Pennsylvania Avenue NW
 Washington, DC 20500

Dear Mr. President,

On behalf of the Baldrige community nationwide, we respectfully request the honor of your presence to recognize 40 recipients of the Malcolm Baldrige National Quality Award at the 30th Quest for Excellence Conference on April 8-11, 2018, in Baltimore, MD, or at your convenience in the White House this spring.

Thirty-three of the CEO's from national role-model organizations received the nation's highest honor for performance excellence during the Obama administration. However, President Obama was the first, and only, U.S. President since Ronald Reagan to not personally recognize award recipients during his tenure. It would be a lasting tribute to these organizations who represent thousands of employees from every sector of the economy for you to acknowledge their stellar achievements. Secretary Ross delivered an outstanding address at last year's awards ceremony, noting the Baldrige program's one billion dollar contribution to America's economy each year and congratulated the four 2016 recipients.

Established by Congress in 1987, the award is the highest honor bestowed by the President to U.S. organizations for performance excellence. The Baldrige program continues this legacy today and is making a true difference throughout the nation with an 820:1 return on investment as measured by the National Institute for Standards and Technology (NIST).

This highly visible opportunity would provide inspiration to the thousands of organizations in manufacturing, health care, education, and government who are using the Baldrige Framework to create jobs and strengthen the economy, increase the quality and access to health care, and improve K-12 and higher education.

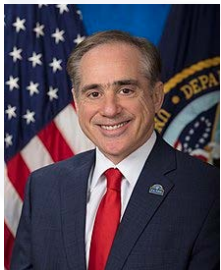
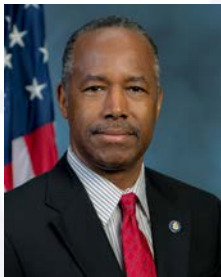
The Malcolm Baldrige National Quality Award is "your" award for winning and making America great again. It is the nation's highest honor for achievement by US organizations and the only award which carries the Presidential seal. These award recipients are role-model organizations who have earned the respect and admiration of us all.

Your recognition of Malcolm Baldrige National Quality Award recipients from the previous ten years, including this year's recipients, will continue to inspire organizations across the nation to follow your stellar example of excellence and selfless-service to our country.

Respectfully,

Al Faber
 President and CEO

Advocacy



President Trump's Cabinet:

Administrator of the Environmental Protection Agency Scott Pruitt

Administrator of the Small Business Administration Linda E. McMahon

Attorney General Jeff Sessions

Director of National Intelligence Daniel Coats

Director of the Central Intelligence Agency Mike Pompeo

Director of the Office of Management and Budget Mick Mulvaney

Representative of the United States to the United Nations Nikki R. Haley

Secretary of Agriculture Sonny Perdue

Secretary of Commerce Wilbur L. Ross, Jr.

Secretary of Defense James Mattis

Secretary of Education Elisabeth Prince DeVos

Secretary of Energy James Richard Perry

Acting Secretary of Health and Human Services Eric Hargan

Secretary of Homeland Security Kirstjen Nielsen

Secretary of Housing and Urban Development Benjamin S. Carson, Sr.

Secretary of the Interior Ryan Zinke

Secretary of Labor Alexander Acosta

Secretary of State Rex W. Tillerson

Secretary of Transportation Elaine L. Chao

Secretary of the Treasury Steven T. Mnuchin

Secretary of Veterans Affairs David J. Shulkin

U.S. Trade Representative Robert Lighthizer

Vice President Michael R. Pence

White House Chief of Staff John F. Kelly

Advocacy

NIST

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Walter Copan

Under Secretary of Commerce for Standards and Technology and NIST Director

Dr. Walter Copan was confirmed by Congress as Under Secretary of Commerce for Standards and Technology and NIST Director on October 5, 2017.

As NIST Director, Dr. Copan provides high-level oversight and direction for NIST.

He has had a distinguished and diverse career as a science and technology executive in large and small corporations, U.S. government, nonprofit and other public-sector settings.

Dr. Copan formerly served as president and CEO of the IP Engineering Group Corporation, providing services in intellectual property strategy, technology commercialization and innovation. Until June 2017, he was founding CEO and chairman of Impact Engineered Wood Corporation, an advanced materials technology company. He also is a founding board member of Rocky Mountain Innovation Partners, where he led technology transfer programs and innovation services on behalf of the U.S. Air Force Academy, U.S. federal labs and academic institutions and helped foster entrepreneurial businesses in the Rocky Mountain West. He also served with the National Advisory Council to the Federal Laboratory Consortium for more than 5 years, providing industry inputs to advance the U.S. economic impacts of the federal laboratory system.

From 2010–2013, Dr. Copan served as managing director of Technology Commercialization and Partnerships at DOE's Brookhaven National Laboratory (BNL). Among his accomplishments were leading the creation and implementation of the new DOE technology transfer mechanism, "Agreement for Commercializing Technology" (ACT), to facilitate collaborations between the federal labs and U.S. corporations. He led the "Startup America" initiative on behalf of DOE for entrepreneurial business creation, and he initiated the DOE's new Small Business Innovation Research – Technology Transfer (SBIR-TT) program, which built upon the experiences of NIST. He served as founding partner and board member of the "Accelerate Long Island" alliance for innovation, economic development and early stage investment.

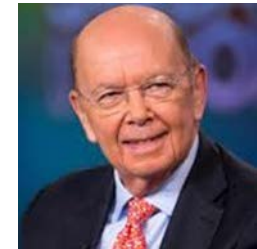


Under Secretary of Commerce for Standards and Technology and NIST Director

[Director's Office - HQ](#)
walter.copan@nist.gov
 (301) 975-2300

EDUCATION

- B.S./B.A. degrees in chemistry and music from Case Western Reserve University, 1975
- Ph.D. in physical chemistry from Case Western Reserve University, 1982



Wilbur Ross
 Secretary of Commerce



communities of excellence 2026



“For America to sustain its vitality and promote its prosperity during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”

**First Five Communities
Recognized for Their
Commitment to Community
Excellence During the Baldrige
Fall Conference in October 2017**



**Lowell Kruse
Board Chair
Communities of Excellence 2026**



Regional Vitality Pilot / Communities of Excellence 2026

Entire Northwest Missouri rural communities are struggling with declining economic and demographic. Our 20th century approaches to 21st century realities can't compete. Local/regional rural leadership has been handicapped by the lack of an appropriate host-based structure to support regional decision-making processes sectorally. The unintended consequences have been for rural communities to underperform economically, to lose talent and innovation being pushed out of the region to seek jobs and entrepreneurial resources. By being used to address this issue, which is the basis of the competitive advantage of the best-managed company, our Northwest Missouri 18 county pilot is adopting these proven principles. Our goal is to use the pilot framework to develop a model for changing communities to the same excellent results currently achieved by businesses.

Our three-year pilot is expected to become a national model. Once proven, there are communities all USA with a similar competitiveness problem. The estimated cost is \$2.5 million over three years. About \$1.4 million in cash and in-kind from local sources and \$1.1 million from federal sources (details are in the budget) is needed. Our return on investment is the development of a proven model to create sustainable, integrated communities that create regional benefits to all in their respective communities. The model, properly used, will increase income in the form of sales, wealth creation, and tax base to enable robust community development.

Today, rural Missouri needs different and resources to build a competitive economy on a highly qualified workforce, innovation, entrepreneurship. Rural communities need toward leadership that uses system thinking for communities within the region to identify opportunities, key drivers, and strategies enable the region to focus and work together across the needed resources, talent, and markets shared value, aligning decisions, engaging the right people and empowering them to exert the benefit of the region will create the potential to transform our region economically.

Through our research, it has become clear that transformation is most likely to occur when all sectors of resources are at the table to discuss opportunity and competitive advantage for the region. "Shared Value" is the key, where the community, business, education, and workforce all win by developing approaches that increase the quality of the future by the citizens. Research supporting these conclusions on our region was funded by the USDA, EDA, and various local sources.

1. USDA funded:
 - Missouri statewide transfer of Health Study and marketing
 - Six regional listening session
2. EDA funded:
 - Four caucuses to discover what economic and community leaders identified as most important
 - Study for an Entrepreneurial assessment for NWMO
3. Local sources funded:
 - Data systems, video production, and various miscellaneous activities

1000 West 70, Missouri Drive, Suite 900, St. Joseph, MO 64508 • 816.233.2022 • www.cfe2026.org



**Meeting with Heidi Green
Chief of Staff
Secretary Sonny Perdue**



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

Meetings with:

**Ann Hazlett
Assistant to the Secretary for
Rural Development**

**Gina Sheetz
Director, USDA Innovation Center**

Cybersecurity

Events Supporting Baldrige Cybersecurity Framework

1. Baldrige Regional – Chicago
2. White House Event - September 14th
3. Oakmont CC Fundraiser October 20th
4. CHIME Conference – November 1-4, Phoenix, AZ
5. Meeting in San Jose, CA with Cisco Leadership Feb 2017



Marketing Supporting Cybersecurity Roll-out:

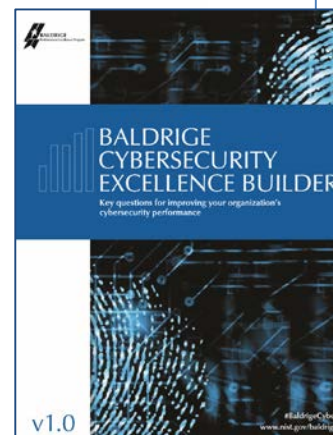
#BaldrigeCyber/#CyberSeptember



**Message from
Baldrige Foundation CEO
Al Faber**

Welcome to #CyberSeptember! This is a very important month for the entire Baldrige Enterprise as the National Institute of Standards and Technology (NIST) and the Baldrige Program will roll out this month a brand new Cyber Self-Assessment Tool aligned to NIST's Cybersecurity Framework.

The new tool will help organizations improve cybersecurity awareness, planning and decision-making through a systems-level approach that focusses on measuring critical advances through objective measures. It is classic Baldrige applied to this ever-evolving problem of cyber vulnerability, proving once again, the relevance of Baldrige.



Baldrige Foundation @BaldrigeFdn · Sep 14

Big day for #Baldrige. Heading to White House to unveil #BaldrigeCyber with #NIST, @tonyscottcio and major CIOs/CEOs.



6 9

Cybersecurity

Health Care Industry Cybersecurity Task Force Recommendations



Recommendation 4.4: The NIST Baldrige Cybersecurity Excellence Builder, should be further developed: 1) specific to health care, and 2) specific to the types of health care operations that are widely deployed across the industry and have limited access to cybersecurity resources (e.g., small hospitals or practices, rural locations with limited access to security resources).

NIST recently published a self-assessment tool, the NIST Baldrige Cybersecurity Excellence Builder, that companies and other organizations can use to assess the effectiveness of their cybersecurity risk management efforts. This self-assessment tool, developed in collaboration with industry, blends the organizational performance evaluation strategies from the Baldrige Performance Excellence Program and the risk management mechanisms of the NIST Cybersecurity Framework.

The document was aimed at two constituencies: cybersecurity specialists within an organization and, more generally, business executives that run the mission and operations.

Tailoring this tool to the health care industry would also assist the industry in shifting the security perspective from one focused on compliance to one that emphasizes risk management.

Tata Business Excellence Convention



The Business Excellence Convention (BEC), which is organized by Tata Business Excellence Group (TBExG) each year, was held in, New Delhi. The annual Convention, which marked the end of the Assessment cycle of the year, brought together MDs, Business Excellence Heads, Assessors, Team Leaders and Mentors from across the Tata group.

FUNDRAISING

Message

Bold, Dynamic,
Inspirational Message
(Agile/Flexible - Results
Focused)
Strategic
Communications
(Internal/External)
Media Relations- Public
Service Announcements
Online & Print Advertising
Leverage Social Media
Direct Mail

Fundraising Campaign

Major Gifts, Small Gifts,
Planned Giving
Combined Federal
Campaign + State
Programs

*Well Coordinated -
Process Driven*



Fundraising

- Synergy Organization**

100,000.00 Pledge!

Channel Partnership

- SOAR Vision Group**

Channel Partnership

Quest Gold Sponsor

- Guidestar**

Now Platinum

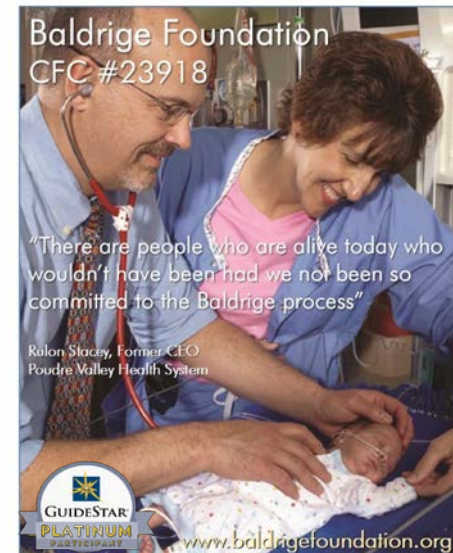
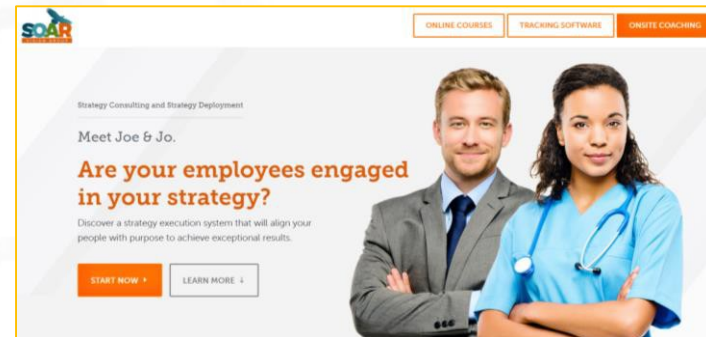


- Combined Federal Campaign
2018**



The Synergy Organization

Transforming Healthcare With Evidence-Based Leadership Talent



Fundraising



Larry Potterfield, CEO of MidwayUSA
speaking at the Baldrige Quest Conference April, 2016.

"I used to hate ESAT surveys. They weren't actionable and weren't helping us define opportunities for improvement. Then, we discovered Beyond Feedback. They partnered with us to create an Employee Satisfaction and Engagement survey that is aligned to the Baldrige criteria. We now love our ESAT survey process and we get valuable insight. It's a simple process that generates high employee participation rates, high engagement in the survey process, and actionable insights targeted at specific workforce population segments. If you aren't working with Beyond Feedback, you should be."

- Larry Potterfield, Chief Executive Officer of MidwayUSA
Two-time Malcolm Baldrige National Quality Award winner
at the Baldrige Quest National Conference (April, 2016)

Planned Giving Program

Your Legacy...America's Best Investment

Planned Giving to the Baldrige Foundation



Charitable Giving through Bequests, Annuities & Trusts

Planned Giving Gift Comparison				
	Bequest	IRA/Retirement	Charitable Trust	Annuity
Revocable	Yes	No	No	No
Minimum Gift Amount	None	None	\$100,000-\$1,000,000	\$10,000
Assets that can be used	Any	Monies within IRA or retirement savings account	Any	Any
Tax Benefits	Estate	Income and Estate	Dependent upon trust	Income and Estate
Will this gift create an income stream?	No	No	Yes	Yes
Can additional gifts be made?	Yes	No	Yes	No
Age limit to making the gift?	None	None	Dependent upon trust	Payment beneficiaries must be at least 60 years of age
Fees or costs to make the gift other than personal legal fees?	None	None	Administrative Fees	None

Fundraising

<https://smile.amazon.com/>

Welcome to
amazon smile

You shop. **Amazon gives.**

- Amazon donates 0.5% of the price of your eligible AmazonSmile purchases to the charitable organization of your choice.
- AmazonSmile is the same Amazon you know. Same products, same prices, same service.
- Support your charitable organization by starting your shopping at **smile.amazon.com**

Questions? [Learn more about AmazonSmile](#)

Not interested? [Shop Amazon.com](#)

Represent a charitable organization? [Visit org.amazon.com](#)

Support the Foundation just by shopping at Amazon. Choose Baldrige Foundation as your charity and shop as usual. <http://ow.ly/Y1L1304sTHx>



#SupportBaldrige

Do you shop on Amazon.com? Do you want to help **#SupportBaldrige**? Now you can do both. AmazonSmile is a program in which Amazon pays a percentage of each qualifying sale to a charity of your choice, including the Baldrige Foundation.

Check it out at smile.amazon.com. Log in with your regular Amazon userid and password, then select the Baldrige Foundation as your charity of choice. That's it. Bookmark the AmazonSmile login for your future logins, and you can help generate funds for the Baldrige Foundation every time you shop.

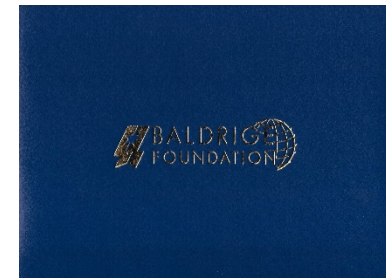
Foundation Awards

**E. David Spong
Lifetime Achievement Award**

**Harry S. Hertz
Leadership Award**

**Baldrige Foundation
Awards for Leadership Excellence**

**Dr. Curt Reimann
Baldrige Scholarship**



Lapel Pin



Back

Medal with Sash



Dr. Curt Reimann

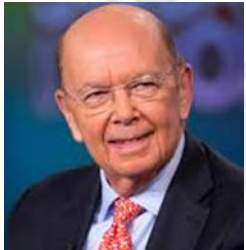
The Baldrige Foundation Board of Directors authorized the Curt Reimann Scholarship in 2017. Recipients must have made sustained contribution of leadership excellence with exceptional and far-reaching impact on the Baldrige Enterprise in a manner worthy of recognition at the national level.

The committee selects recipients for the Lifetime Achievement Award in recognition of an individual who, like the award's namesake, has performed truly extraordinary service and created a positive and lasting legacy within the quality movement and the Baldrige community. The award recognizes the entirety of the recipients career, rather than, or in addition to, a single contribution.

Lifetime Achievement Award recipients are credited with changing their world and inspiring others to do the same.

The scholarship is awarded each year at the Baldrige Quest for Excellence conference.

Fundraising



Secretary Ross Invitation



February 28, 2017

The Honorable Wilbur Ross
Secretary of Commerce
1401 Constitution Ave., NW
Washington, D.C. 20230

Dear Secretary Ross:

Allow me to offer my sincerest congratulations on your appointment and confirmation as the 39th Secretary of Commerce. With so vast and varied a portfolio addressing America's competitiveness and technological advancement, your leadership will be critical to expanding U.S. economic growth.

I want to introduce you, if you had not already been aware, to a small but powerful engine of competitiveness and growth within the Department, the Baldridge Performance Excellence Program (BPEP) and my organization, BPEP's private partner, the Baldridge Foundation.

BPEP and the Foundation were established by Congress to honor Mac Baldridge, who suffered an accident and died while Secretary of Commerce for President Ronald Reagan. BPEP was organized within what is now the National Institute of Standards and Technology, and has been a primary driver of continuing quality improvement and excellence across all sectors of the American economy. Baldridge has helped to improve small and large business, health care, education, and government agencies.

After playing an instrumental role in turning around the American auto industry in the face of the Japanese quality challenge, Baldridge has established a brilliant, empirically-supported record of performance excellence across the American economy. I would be pleased to provide you NIST studies that document an 820-1 return on investment in Baldridge for the American people.

BPEP is a federal program in your department, but since 2012, as a result of what we consider to be the Obama Administration's short sightedness, the Foundation has been the sole source of funding, using private dollars, to fund the employees at BPEP. Our endowment is at the end, and without a reinstatement of appropriated funds, our capacity to support BPEP will expire this year.

I would very much enjoy the opportunity to meet you, and I can be available at your convenience to present the case for federal funding of BPEP.

Once again, congratulations. I look forward to meeting you soon.

Respectfully,

Al Faber
President and CEO

OPERATIONS

*Well Coordinated -
Process Driven*



Enterprise Focused



*Baldrige-Based, Leads by
Example: "Confident,
Deliberate, Process
Driven, Accountable"*

Quest Sponsorships



*Award Ceremony and Reception
Sponsored by*



Go Further

Ford Motor Company congratulates this year's recipients.

Ceremony honoring the 2016 Baldrige Award Recipients



2018

BALDRIGE Sponsorship Opportunities



The 30th Annual Quest for Excellence® Conference

April 8–11, 2018
Baltimore Marriott Waterfront Hotel
www.nist.gov/baldrige/qe




IBM Impact Grant



Stanley S. Litow
Vice President of Corporate Affairs
and
President, IBM International Foundation



Statement of Work for the upcoming project between IBM and Baldrige Foundation is Completed.

Onsite workshop scheduled to begin April 14, 2016.

Focus on Social Media Strategy, Support, Execution, and Analytics



Google Grant

FREE ONLINE ADVERTISING FOR NONPROFITS

The Nonprofit's Guide to Google Ad Grants



Google Search

I'm Feeling Lucky



Baldrige



All

News

Images

Maps

Videos

More

Settings

Tools

About 1,180,000 results (0.56 seconds)

The Baldrige Foundation | Excellence In US Organizations

www.baldrigefoundation.org/

Applying the **Baldrige** Criteria changes & saves lives throughout the world.

Business Focused · Economy Driving · Baldrige Awards · Results Orientated

Who We Are

Baldrige's history and commitment to quality in U.S. businesses.

2018 Baldrige Conference

Find out details about the upcoming Quest For Excellence Conference.

Marketing

Dr. Mark Wayda, VP Marketing

Newsroom

JANUARY 18, 2018

Baldrige Foundation Announces 2018 Recipient of E. David Spong Lifetime Achievement Award

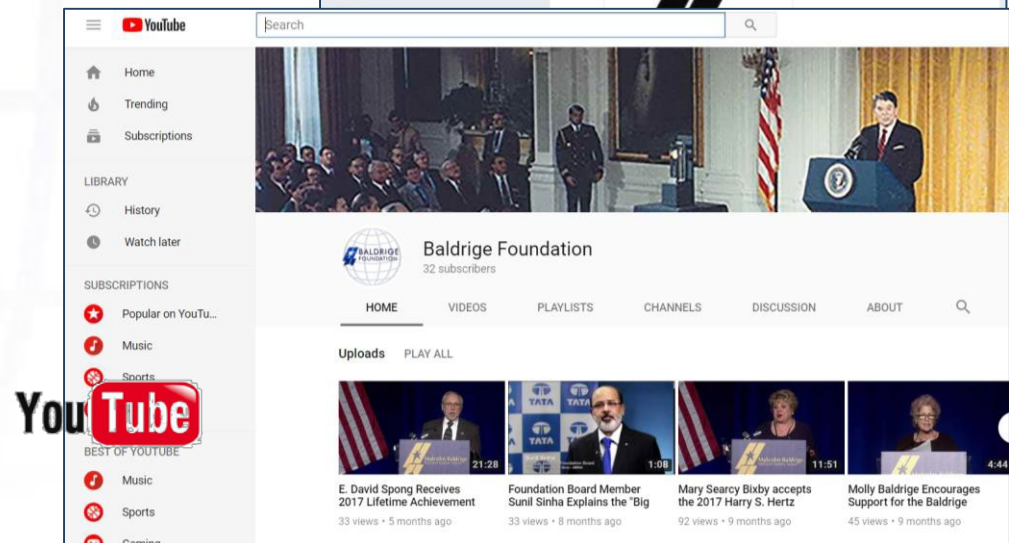


Larry Potterfield, Founder and CEO of two-time Baldrige National Quality Award recipient MidwayUSA and winner of the 2018 E. David Spong Lifetime Achievement Award.

Washington -- The Baldrige Foundation announced today that Larry Potterfield, Founder and CEO of MidwayUSA, is the recipient of the 2018 E. David Spong Lifetime Achievement Award. The award will be presented April 10, 2018, at the 30th Quest for Excellence® conference in Baltimore, Maryland.

"This award recognizes an individual who has performed truly extraordinary service and made a sustained impact which will inspire future generations of leaders in the pursuit of Baldrige," said Foundation President and CEO Al Faber. "Larry Potterfield is the embodiment of those values, and we are honored to present him with this award."

"Baldrige is simply applying the Leadership and Management principles we learned in business school," said Potterfield. "It requires actual 'execution' of our strategic plan, deploying our Mission, Vision, Purpose, and Values and demonstrating an utmost focus on Customer Satisfaction. We have received two Baldrige Awards (2009 and 2015) and our Customers and other Key





30th Anniversary Quest for Excellence® Conference

April 8–11, 2018

**Baltimore Marriott Waterfront Hotel
Baltimore, MD**



Baldrige Performance Excellence Program

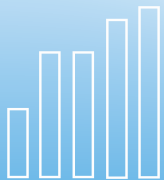
Bob Fangmeyer, Director

Program Update | March 29, 2018



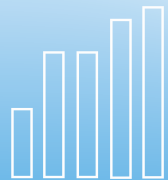
Operational . . .

- Celebrate!...briefly
- Global Excellence Model Council meeting, April 6 – 7
- 2017 Baldrige Executive Fellows graduation, April 7
- 2018 Baldrige Executive Fellows kickoff, April 8
- Baldrige Award Ceremony, April 8
- Quest for Excellence Conference, April 9 – 11
- Examiner training at NIST, April 24 – May 10
- Award Applications due: April 24th (postmark)



Strategic . . .

- Continue our efforts to ensure program sustainability
- Framework and Criteria suggestions, due May 31st
- Baldrige Award Process redesign, pilot this summer
- Baldrige Cybersecurity Excellence Program
- Communities of Excellence initiative
- Baldrige Enterprise, enhance alignment and integration



Alliance for Performance Excellence

Foundation Quarterly Webinar Update

March 30, 2018



Learn. Share. Connect.

Alliance: Where Often Excellence Starts

- **Mission:** “Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”
- **Vision:** To be the premier resource for a thriving Baldrige community
- **Value Proposition:** The Alliance is the premier resource for providing our members and partners with what they need to grow Baldrige-based performance excellence



Baldrige Alliance Footprint & Scale

- **30 programs serving 50 states and US Territories**
- **Volume**
 - 1447 – Applications received
 - 160 – Full applications received
 - 25 – Top level Award recipients
 - 934 – Total Award recipients
- **Workforce**
 - 1719 – Examiners trained
 - 41 – Paid staff
 - 502 – Total volunteers
 - 24,940 – Approx volunteer hours



Baldrige Alliance Footprint & Scale

- **Conferences**
 - 20– Conferences hosted
 - 4057 – Conference attendees
- **17,968 – Members**
- **~\$9M – Combined budget**



Questions?

Foundation Quarterly Webinar

March 29, 2018

